



facilitation & consulting

January 15, 2002

Renata Hesse
Trial Attorney
Antitrust Division
Department of Justice
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Dear Ms. Hesse:

The U.S. Department of Justice's antitrust lawsuit against Microsoft has now gone on for over three years, at a cost of many millions of dollars to taxpayers. The cost in lost productivity, unrealized innovation and underused economic resources is far greater. It is time to bring this matter to a close.

Even here in the Research Triangle, one of the most dynamic areas of the country, the information technology industry is hurting. Now, of all times, it is vitally important to settle this pending litigation and get both Microsoft and its competitors back to work on what they do best: develop and market new products and services for consumers.

The proposed settlement insures that Microsoft will not engage in illegal and anticompetitive behavior. Microsoft must agree not to retaliate against computer makers that ship its competitors' software and take other steps to guarantee that its current market position will not be used unfairly.

I hope the courts will see fit to accept this settlement, just as the State of North Carolina has done, and help restore this industry and our economy to the growth and progress we enjoyed over the past decade.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Warren Miller', is written over a horizontal line.

Warren Miller

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